

# DEVELOPMENT OF BUSINESS PERFORMANCE INDICATORS FRAMEWORK FOR SMALL AND MEDIUM ENTERPRISES USING DELPHI-MCDM TECHNIQUE

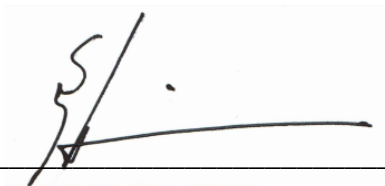
NOR MAHIRAH BINTI MUSTAPHA

DOCTOR OF PHILOSOPHY

UNIVERSITI MALAYSIA PAHANG

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We hereby declare that we have checked this thesis and, in our opinion, this thesis is adequate in terms of scope and quality for the award of the degree of Doctor of Philosophy.

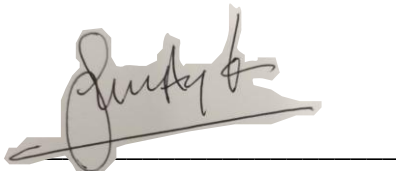


(Supervisor's Signature)

Full Name :

Position :

Date :



(Co-Supervisor's Signature)

Full Name :

Position :

Date :



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I hereby declare that the work in this thesis is based on my original work except for quotations and citations, which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at Universiti Malaysia Pahang or any other institutions.

---

(Student's Signature)

Full Name : NOR MAHIRAH BINTI MUSTAPHA

ID Number : PPT 15002

Date :

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TECHNIQUE

NOR MAHIRAH BINTI MUSTAPHA

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## ABSTRAK

Sistem Pengukuran Prestasi (SPP) yang terdahulu telah dilihat sebagai faktor untuk melihat prestasi kejayaan dan kegagalan syarikat. SPP juga dikenali sebagai sistem penting untuk membangunkan dan mengekalkan orientasi perniagaan Ia memberi penekanan terhadap indikator yang perlu diusahakan terutamanya di dalam Perniagaan Kecil dan Sederhana (PKS). Namun, kejayaan masih sukar dibuktikan dalam kebanyakan PKS apabila 50% PKS gagal untuk meneruskan perniagaan selepas lima tahun penubuhan. Ini kerana pengurusan prestasi tidak semudah yang dijangkakan; dan PKS boleh gagal dan bankrap dengan mudah. Sebagai tindak balas kepada isu ini, objektif kajian ini adalah untuk meneroka indikator prestasi bagi PKS daripada pandangan yang berbeza, iaitu daripada perspektif proses perniagaan. Bagi membimbing usaha penyelidikan ini, soalan penyelidikan yang bersifat menyeluruh telah digubal sebagai: bagaimanakah model indikator untuk mengukur prestasi bagi PKS? Berikutan penelitian pengetahuan sedia ada dalam literatur pengukuran prestasi, satu senarai yang mengandungi dua puluh tujuh indikator berkaitan telah dicadangkan sebagai model konsep penyelidikan bersandarkan kepada tiga proses perniagaan yang kritikal dalam PKS iaitu, pengurusan strategik, aktiviti teras utama, dan elemen sokongan. Kajian ini dijalankan dalam dua fasa penyelidikan dengan penggunaan kaedah penyelidikan bercampur. Dalam fasa pertama, dua pusingan kajian *Delphi* telah dilakukan untuk mengenalpasti indikator yang paling penting bagi prestasi PKS. Kemudian, teknik *Decision Making and Trial Evaluation laboratory* (DEMATEL) telah digunakan dalam fasa kedua untuk meneroka hubungkait di antara indikator yang penting tersebut. Data penyelidikan telah dikumpul daripada panel iaitu tiga puluh tujuh pakar dalam pengurusan PKS yang terdiri daripada pemilik/ pengurus perniagaan, perunding PKS professional, dan pegawai PKS kerajaan, dan terpakai untuk kedua-dua fasa. Pekali alfa *Cronbach* untuk kajian *Delphi* adalah 0.806, menunjukkan kebolehpercayaan yang tinggi bagi instrument tersebut. Borang soal selidik dihantar secara elektronik kepada ahli panel pakar dengan respons sebanyak 88% pada pusingan pertama dan 92.3% pada pusingan kedua kajian *Delphi*, dan 38.24% bagi teknik DEMATEL. Hasil dapatan keseluruhan kajian menunjukkan bahawa dua puluh satu indikator mempunyai kepentingan dengan lima darinya adalah indikator paling kritikal dan memandu kepada peningkatan prestasi PKS. Disamping itu, sebuah model yang dinamakan *Performance Measurement Model for SMEs* telah dibangunkan. Model ini menunjukkan bahawa PKS di Malaysia perlu memberi perhatian secara kritikal kepada indikator Kemahiran Kepimpinan, Persaingan yang Agresif, Kecekapan Pemasaran, Penggunaan Masa, dan Pendidikan dan Latihan. Model ini adalah bermanfaat kerana ia boleh menjadi alat yang sesuai untuk membimbing PKS memantau perniagaan mereka ke arah peningkatan prestasi jangka masa panjang. Kajian ini dijangka menjana pengetahuan baru dalam literatur pengukuran prestasi kerana ia menonjolkan manfaat yang dibawa oleh proses perniagaan berhubung dengan prestasi PKS. Walaubagaimanapun, senarai indikator prestasi yang perlaksanaannya adalah praktikal hasil dari kajian ini dijangka terpakai kepada pihak berkepentingan dalam PKS sahaja. Dari perspektif penyelidikan, kajian ini dapat merangsang lagi aktiviti penyelidikan dalam bidang SPP dan pengurusan proses perniagaan.

## ABSTRACT

The previous Performance Measurement System (PMS) has been seen as a factor to see the success and failure of the company. PMS is known as an important system for developing and maintaining business orientation. It emphasises on the indicator that must be evaluated especially in Small and Medium Enterprises (SMEs). However, success is still difficult to prove in most SMEs when 50% of SMEs are failing to continue business after five years of formation. This is because performance management is not as easy as expected, and SMEs can fail and bankrupt easily. In response to this issue, the objective of this study is to explore performance indicators for SMEs from a different view, that is, from the perspective of business processes. To guide this research effort, a comprehensive research question has been formulated as: how is the performance indicators model to evaluate SMEs performance? Following a review of existing knowledge in the performance measurement literature, a list of twenty-seven related indicators has been proposed with a conceptual research model based on three critical business processes in SMEs, namely strategic management, core function, and support elemental perspectives. This study was carried out in two phases of research inquiry using the mixed method research design. In the first phase, two rounds of Delphi studies have been used to identify the most important performance indicators of SMEs. Then, the Decision Making and Trial Evaluation Laboratory (DEMATEL) technique have been used in the second phase to explore the relationship among those important indicators. Research data has been collected from panels of thirty-seven experts in SMEs consisting of business owners / managers, professional SMEs consultants, and government SMEs officers, and applicable for both phases. The Cronbach's alpha coefficient for Delphi's study was 0.806, which indicated the high reliability of the instrument. The questionnaires were sent electronically to expert panel members with the response rates of 88% in the first round and 92.3% in the second round of Delphi study, and 38.24% in the DEMATEL techniques. The overall research findings revealed that twenty-one indicators were of importance with five of them were the most critical and driving indicators to improved SMEs performance. In addition, a model called the Performance Measurement Model for SMEs has been developed. The model showed that SMEs in Malaysia should pay full attention to Leadership Proficiency, Competitive Aggressiveness, Marketing Competencies, Time Utilization, and Educational and Training indicators. This model is useful as it can be an ideal tool to guide SMEs to monitor their business towards enhancing long-term success performance. This study is expected to generate new knowledge in performance measurement literature as it evolves the benefits of the business process to SMEs performance. However, the list of practical implementation of performance indicators forwarded by the research is expected to be applicable to various stakeholders within the SMEs only. From a research perspective, the study could stimulate further research activities in the field of PMS and business processes management research.

## **TABLE OF CONTENT**

**DECLARATION**

**TITLE PAGE**

**ACKNOWLEDGEMENTS** **ii**

**ABSTRAK** **iii**

**ABSTRACT** **iv**

**TABLE OF CONTENT** **v**

**LIST OF TABLES** **ix**

**LIST OF FIGURES** **xi**

**LIST OF ABBREVIATIONS** **xiii**

**CHAPTER 1 INTRODUCTION** **1**

1.1 Introduction 1

1.2 Research Background 1

1.3 Research Problem 8

1.4 Research Question 10

1.5 Research Objectives 11

1.6 Scope of the Study 11

1.7 Operational Definition 12

1.8 Research Outline 13

1.9 Chapter Summary 14

**CHAPTER 2 LITERATURE REVIEW** **15**

2.1 Introduction 15

2.2 Overview of Small and Medium Enterprises 15



2.3	Overview of Performance Measurement	20
2.4	Overview of Business Performance	23
2.5	Overview of Business Process Management	25
2.5.1	SME's Business Process and Performance Measurement	28
2.6	Conceptual Research Framework	32
2.7	Performance Indicator	33
2.7.1	The conception of performance indicators in the SMEs	35
2.7.2	Models and Systems of Performance Measurement	38
2.7.3	Discussions on performance measurement systems	68
2.7.4	Investigation of Performance Indicators	73
2.7.5	Performance indicators for the SMEs business process perspective	80
2.8	Overview of Methods of Delphi Method and DEMATEL in Previous Studies	96
2.9	Chapter Summary	100
<b>CHAPTER 3 RESEARCH METHODOLOGY</b>		<b>102</b>
3.1	Introduction	102
3.2	Selection of the Research Methods	102
3.3	The Rationale of the Selected Research Methods	106
3.4	Delphi Method Overview	109
3.4.1	Development of Delphi Questionnaire	112
3.4.2	Pilot Study	115
3.4.3	Reliability and Validity	118
3.4.4	Panel Composition	120
3.4.5	Delphi Round	127
3.4.6	Criteria for Attaining Consensus	128
3.5	DEMATEL Technique Overview	129

3.5.1	DEMATEL Process	130
3.6	Delphi-DEMATEL Process	138
3.7	Developing the Performance Indicators Framework for SMEs	140
3.7.1	Phase 1: Designing the Performance Indicators Framework for SMEs	141
3.7.2	Phase 2: Refining the Performance Indicators Framework for SMEs	141
3.7.3	Phase 3: Development of the Performance Indicators Framework for SMEs	141
3.8	Chapter Summary	141
<b>CHAPTER 4 RESULT AND ANALYSIS</b>		<b>143</b>
4.1	Introduction	143
4.2	Findings of Objective 1	144
4.3	Findings of Objective 2	149
4.3.1	Panel Composition	149
4.3.2	Demographic Characteristics of the Expert Panel	150
4.3.3	Pilot Study	155
4.3.4	Instrument Reliability	156
4.3.5	Analysis of Delphi Study Round 1	158
4.3.6	Analysis of the Delphi Study Round 2	161
4.3.7	Consensus for Delphi Rounds	170
4.4	Findings of Objective 3	173
4.4.1	Analysis of the DEMATEL Technique	173
4.5	Findings of Objective 4	197
4.5.1	Phase 1: Designing the Performance Indicators Framework for SMEs	198

4.5.2	Phase 2: Refining the Performance Indicators Framework for SMEs	198
4.5.3	Phase 3: Development of the Performance Indicators Model for SMEs	199
4.6	Chapter Summary	202
<b>CHAPTER 5 CONCLUSION AND RECOMMENDATION</b>		<b>204</b>
5.1	Introduction	204
5.2	Research Summary	204
5.3	Discussion on Key Findings	205
5.4	Contributions of the Study	208
5.4.1	Theoretical Contribution	208
5.4.2	Practical Contribution	210
5.5	Limitations of the Study	211
5.6	Recommendations for Future Research	212
<b>REFERENCES</b>		<b>215</b>
<b>APPENDIX A</b>		<b>239</b>
<b>APPENDIX B</b>		<b>241</b>
<b>APPENDIX C</b>		<b>244</b>
<b>APPENDIX D</b>		<b>246</b>
<b>APPENDIX E</b>		<b>256</b>
<b>APPENDIX F</b>		<b>261</b>
<b>APPENDIX G</b>		<b>266</b>
<b>APPENDIX H</b>		<b>271</b>
<b>APPENDIX I</b>		<b>281</b>

## LIST OF TABLES

Table 2.1	Annual Sales Turnover for Malaysian SMEs	18
Table 2.2	Number of Fulltime Employees	19
Table 2.3	Extraction of performance indicators	76
Table 2.4	The twenty-seven relevant indicators for performance measurement in the literature	78
Table 2.5	Performance indicators in Strategic Management Perspective	85
Table 2.6	Performance indicators in Core Function Perspective	91
Table 2.7	Performance indicators in Support Elemental Perspective	96
Table 3.1	Different Approaches to Piloting the Delphi Surveys	117
Table 3.2	Panel Requirements	126
Table 3.3	Criteria to Reach Consensus	129
Table 4.1	Initial Performance Indicators Framework from the Performance Measurement Studies	144
Table 4.2	Description of selection indicators in evaluating performance of SMEs	146
Table 4.3	Profile of the Expert Panelists Characteristics	150
Table 4.4	Cronbach's alpha Coefficient Value	156
Table 4.5	Analysis of the Evaluation Scale for the Delphi Study	157
Table 4.6	Importance Performance Indicators Emerged from the Delphi Round 1	158
Table 4.7	Importance Performance Indicators Emerged from the Delphi Round 2	162
Table 4.8	List of Indicators for SMEs Strategic Management Perspective	164
Table 4.9	List of Indicators for SMEs Core Function Perspective	166
Table 4.10	List of Indicators for SMEs Support Elemental Perspective	168
Table 4.11	Improvement of Consensus between the Delphi Rounds	171
Table 4.12	Interpretation of Kendall's Coefficient of Concordance, W	172
Table 4.13	Most Important Performance Indicators for SMEs	173
Table 4.14	Numbered Influence Indicators for the Matrix Calculation	174
Table 4.15	Initial Direct-relation Matrix Z	181
Table 4.16	Normalised Initial Direct-relation Matrix X	182
Table 4.17	Total Relation Matrix T	183
Table 4.18	Total Effect of the Overall Influence	185
Table 4.19	Total Relation Matrix T for the SMEs Strategic Management Perspective	188

Table 4.20	Total Relation Matrix T for the SMEs Core Function Perspective	188
Table 4.21	Total Relation Matrix T for the SMEs Support Elemental	188
Table 4.22	Total Effects of Influence of the Indicators under Each Dimension	189
Table 4.23	Performance Indicators Framework for SMEs	199

## LIST OF FIGURES

Figure 1.1	Contribution of SMEs Employment for 2014-2017	2
Figure 1.2	SMEs Establishment in Malaysia	3
Figure 1.3	SMEs GDP Contribution for 2016-2017	4
Figure 1.4	Survival rate of SMEs	8
Figure 2.1	GDP Contribution among SMEs and Non-SMEs	16
Figure 2.2	Key Malaysian SMEs Characteristics	20
Figure 2.3	Business performance measurement system characteristics	25
Figure 2.4	SMEs Strategic Activities	28
Figure 2.5	Conceptual research model	33
Figure 3.1	Delphi-DEMATEL process flow	105
Figure 3.2	Typical three rounds of the Delphi Process	111
Figure 3.3	Delphi Procedures for the management research	112
Figure 3.4	Flowchart of the pilot study process	118
Figure 3.5	Steps of the DEMATEL technique	131
Figure 3.6	Interpretation of the causal diagram	136
Figure 3.7	Initial Direct Relation Matrix Excel Formula	137
Figure 3.8	Matrix X Excel Formula	137
Figure 3.9	Matrix (I-X) Excel Formula	137
Figure 3.10	Inverse Matrix Excel Formula	137
Figure 3.11	Total Relation Matrix Excel Formula	138
Figure 4.1	Composition group of experts	151
Figure 4.2	Age group of experts	152
Figure 4.3	Education background of experts	153
Figure 4.4	NGO's engagement	154
Figure 4.5	Normalised initial direct-relation matrix X	176
Figure 4.6	Largest column sum	177
Figure 4.7	S value Formula	177
Figure 4.8	Matrix I development	178
Figure 4.9	Matrix (I-X)	179
Figure 4.10	Inverse Matrix	179
Figure 4.11	Total Relation Matrix	180
Figure 4.12	D and R Values	180
Figure 4.13	Total Effect of the Overall Influence	184

Figure 4.14	Cause and effect diagram for the SMEs Strategic Activities	187
Figure 4.15	Cause and effect diagram for the SMEs Strategic Management	190
Figure 4.16	Cause and effect diagram for the SMEs Core Function	190
Figure 4.17	Cause and effect diagram for the SMEs Support Elemental	191
Figure 4.18	Degrees and directions of the interactive influence	194
Figure 4.19	Performance Measurement Model for SME (Copyright CRLY00013511)	200

## **LIST OF ABBREVIATIONS**

PMS	Performance Measurement System
SMEs	Small and Medium Enterprises
TOC	Theory of Constraint
PMM	Performance Measurement Matrix
EFQM	European Foundation for Quality Management
SMART	Strategic Measurement and Reporting Technique Pyramid
RDF	Result and Determinant Framework
BSC	Balance Scorecard
IPMSF	Integrated Performance Measurement System (IPMS)
KBEM	Kanji's Business Excellence Model IPMS:
IPMF	Integrated Performance Measurement Framework
OPM	Operational Performance Measurement
PRISM	Performance PRISM
IPMSF	Integrated Performance Measurement for Small Firms
DMPF	Dynamic Multi-Dimensional Performance Framework
TPS	Total Performance Scorecard
HS	Holistic Scorecard
HPMF	Holistic Performance Management Framework
FSGC	Flexible Strategy Game Card
SDBSC	System Dynamic-based Balance Scorecard
SPMM	Strategic Performance Management Model
MCDM	Multi Criteria Decision Making
DEMATEL	Decision Making Trial and Evaluation Laboratory



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